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Deputy Director of Training (General)

19 August 1952

Chief, Plans and Policy Staff

Space for O/TR Expansion

1. The purpose of this memorandum is to bring to an official close S/PP Project 52-33, "Space for O/TR Expansion."
2. This project developed as an outgrowth of Project 52-18, "Staff Study on Training for New Personnel." Project 52-18 had become focused chiefly upon the impacts of the Report of the Career Service Committee upon the Basic Intelligence Course. It soon became apparent that the major impact for which provision was not already in process was the probability of a substantial increase in enrollment. This, in turn, would produce urgent need for more space.
3. Project 52-33 was officially undertaken in the week ending 19 June 1952. Since then, largely on an informal basis, S/PP has presented several studies of specific situations and two alternative comprehensive plans.
4. In the latter part of July, the Director of Training assigned to the new head of the Support Staff responsibility for over-all analysis and planning of O/TR space utilization. Thereafter, S/PP endeavored to assist the head of the Support Staff on a consultative basis. More recently, S/PP has concentrated its efforts upon the space needs of TR(G).
5. The space needs of TR(G) involve two major elements:
 - a. Present needs for additional space for Reading Improvement and Clerical Training. Plans for meeting these needs are projected in a separate memorandum of this date. These plans harmonize with either of the comprehensive plans referred to in paragraph 3, above.
 - b. Prospective needs for new quarters for the Basic Intelligence Course. These needs are dealt with in the following paragraphs.
6. It is recommended that the Chief of the Support Staff be requested:
 - a. To include in his comprehensive plans provision for the fact that, within the next several months, the BIC may need new and larger quarters.


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- b. To review the needs of the BIC before making any long-range disposition of the space in R & S Building now assigned to the Interim Training Program and to the Basic Orientation Course of TR(S).


7. A memorandum designed to facilitate this action is presented herewith.

8. The analysis upon which this recommendation is based has been presented in various ways to various officers. Because these presentations have been evolutionary and largely informal, it seems appropriate to summarize and record them at this time. The appendix to this memorandum serves these purposes.

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APPENDIX

1. Present quarters are marginal for present enrollment. The Basic Intelligence Course occupies all of Wing B, Alcott Hall. In recent months, it has had about 20 - 25 students at a time. The facilities are passable for this number of students, but they have the following limitations:

- a. Auditory security through both floors and windows is no better than dubious. Deficiencies clearly preclude use of either a public address system or sound films.
- b. Staff offices house so many in one room that efficiency is substantially less than it could be with one or two-man offices.
- c. Student work space is inadequate.
- d. Air-conditioning is needed not only for comfort and efficiency, but to improve auditory security by permitting windows to be kept closed.

2. Alcott Hall is unsuitable for much larger enrollment.

- a. With only relatively slight aggravation of these deficiencies, present facilities could accommodate as many as 35 students at one time.
- b. But the present wing cannot hold more than this number, and an additional wing would not solve the problem. A major element of the course is the presentation of classified material by guest lecturers. These visitors could not be expected to address multiple sections. A room with sufficient footage to assemble 75 - 100 students for these lectures could be made in Wing A, which is now almost vacant. But even the installation of air-conditioning and costly soundproofing like that in Wing B would fail to provide sufficient security for lectures to groups of such size. The voice volume, either natural or amplified, required to address more than 25 - 35 students unavoidably will pass through the floors into the unsecured areas beneath.
- c. The inevitable conclusion is that the BIC cannot accommodate more than 35 students in Alcott Hall.

3. Enrollment is uncertain, but may increase drastically.

- a. The Report of the Career Service Committee converts the BIC from a special program for a select group closely controlled by O/TR to a required course for all new professional employees.

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- b. Official estimates of future enrollments await such slow processes as (1) mutual adjustments between the Agency-wide ceiling and specific T/O's, (2) promulgation of official definitions of "professional," (3) Office-by-office projections from the combination of processes (1) and (2), and (4) review and official estimating by Personnel Office.
 - c. Meanwhile, we have only guesses to plan on. Two officers of Personnel have independently guessed at a flow of 100 per month, and after several weeks have seen little reason to alter their guesses. Even if this figure were 100% high, it would represent a flow more than four times that handled by the BIG to date, for it has thusfar averaged less than 25 per bimonthly period.
 - d. We are, therefore, caught between the Scylla of acquiring extensive facilities that may never be used and the Charybdis of being caught with totally inadequate facilities.
4. Facilities needed for substantial increase can be foreseen.
- a. An enrollment of 100 students would require:
 - 1 lecture hall for 100, with auditory security
 - 1 large office for clerical-secretarial staff
 - 1 large office-conference room for chief instructor
 - 3-4 classrooms for 20-30 students each
 - 6-7 offices for 1-2 instructors each.
 - b. An enrollment of 50 students would justify the same first three items, 2 classrooms, and 4-5 offices. (Ideally the other classrooms and offices should be on tap in case they eventually were needed.)
 - c. An enrollment of 125 students would require only a slightly larger lecture hall, another classroom, and 1-2 more offices than would be needed for 100.
5. R & S Building offers the only foreseeable solution.
- a. Needs for 50 students could be met there without displacing any present tenants. It would, however, be necessary for Interim Training to consolidate, and even then, office arrangements would not be ideal.
 - b. Needs for 100-125 could be met passably if Interim Training moved out. (Its foreseeable needs could be met comfortably in Alcott, Wings A and B, which would be vacant.)

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- c. Needs for 100-125 or even more could be met comfortably if the BOC of TR(S) were to move out and the BIC were to inherit part of its offices and part-time use of the auditorium. In this event, the Interim Training Program could stay in R & S until the BIC reached something like 75-100, though ITP would be more comfortably in Alcott. An incidental and very important feature of the BOC's departure is that the auditorium would become available not only for the BIC, but for various other O/TR and Agency uses.

Notes

- (1) Expansion needs of the BIC could justify its moving into R & S Building. They could also justify forcing the Interim Training Program (in anything like its present size) to move out, especially in view of the fact that ITP could be comfortably accommodated in Alcott, Wings A and B.
- (2) Expansion needs of the BIC have not been cited and they should not be cited as justifying the displacement of the BOC of TR(S). The case for moving the BOC out of R & S is based upon its own security needs and defensible space utilization in a TR(S) site outside Washington. Any advantage to the BIC would be only incidental to the accomplishment of these purposes.

6. Conclusion

- a. From a purely practical point of view, a prospective enrollment of as many as 50 would justify moving the BIC to R & S Building. Among the supporting arguments are these:
 - (1) The BIC could serve 50 students, as it cannot in Alcott.
 - (2) The BIC could use sound films, as it cannot in Alcott.
 - (3) The BIC would be in position for further expansion, as it is not in Alcott.
 - (4) Space in R & S would be better utilized than it now is, because Alcott, Wings A and B, would become clearly available to other assignments.
- b. Aesthetic considerations argue in favor of staying in Alcott until it is absolutely necessary to leave. R & S can, with very little expense, be made much pleasanter than it now is, but it can never compete with the pleasantness of Alcott's windows, views, and carpets.
- c. Organizational strategy also argues against going into R & S unless it really becomes necessary to do so. Fully satisfactory provision for the BIC would require that either the BOC or Interim Training move out. If one of them did, and BIC's

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enrollment failed to grow sufficiently, TR(G) would be in the position of having disturbed a lot of people in order to acquire a white elephant.

- d. Hence it seems best to wait until enrollment prospects become clearer. Fortunately, as matters now stand, it would be possible to trade places with Interim Training on very short notice. The only danger is that, while we wait, space now readily available may become irrevocably committed to other uses.

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